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# Employees' Responses to Positive Feedback from Customers and Managers

I Hsuan Tsai  
itsai001@fiu.edu

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FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

EMPLOYEES' RESPONSES TO POSITIVE FEEDBACK FROM CUSTOMERS  
AND MANAGERS

A thesis submitted in partial fulfillment of

the requirements for the degree of

MASTER OF SCIENCE

in

HOSPITALITY MANAGEMENT

by

I Hsuan Tsai

2018

To: Interim Dean Michael Cheng  
School of Hospitality and Tourism Management

This thesis, written by I Hsuan Tsai, and entitled Employees' Responses to Positive Feedback from Customers and Managers, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this thesis and recommend that it be approved.

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Andrew Moreo

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Eric Beckman

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Jinlin Zhao, Major Professor

Date of Defense: June 20, 2018

The thesis of I Hsuan Tsai is approved.

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Interim Dean Michael Cheng  
Chaplin School of Hospitality and Tourism Management

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Andrés G. Gil  
Vice President for Research and Economic Development  
and Dean of the University Graduate School

Florida International University, 2018

ABSTRACT OF THE THESIS  
EMPLOYEES' RESPONSES TO POSITIVE FEEDBACK FROM CUSTOMERS  
AND MANAGERS

by

I Hsuan Tsai

Florida International University, 2018

Miami, Florida

Professor Jinlin Zhao, Major Professor

The purpose of this research is to understand the impacts of positive feedback from customers and managers and the extrinsic rewards and intrinsic rewards on job satisfaction. Furthermore, this research will examine how employees in the hospitality industry react to positive feedback and to explore whether this positive feedback has practical applications to help increase employee satisfaction. A total of 500 questionnaires were distributed, 339 valid surveys from respondents with experience working in the hospitality industry were returned. The results indicated that positive feedback from customers as well as summarized positive customer feedback delivered by managers have positive relationships with intrinsic reward, extrinsic reward, and job satisfaction.

The findings suggested that positive feedback does influence employees' Job satisfaction. And this study will provide suggestions on improving employees' positive perception by applying positive feedback to increasing employees' satisfaction and further development.

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## **Chapter I**

### **Introduction**

#### **Background**

The hospitality industry is a customer-service oriented industry that is highly reliant on human resources. One of the characteristics of the hospitality industry is the services provided are heavily dependent on the interaction between hospitality workers and the customers. The exchange processes between them are defined in Olsen's (2008) competency model of the hospitality enterprise as the transaction of product and service, which has been deemed as "the Moment of Truth". It is important to have a moment of truth that leads to a positive result. Thus, the aim of the hospitality industry is to create unique and positive experiences for the customers, in other words, it determines the quality of the service which in turn contributes to the success of the business. As a labor-intensive industry, the organization needs to assure that the employees are willing and able to provide the customers with the services that the company expects. According to previous research, the theory of Service Profit Chain suggests that satisfied employees engender more loyal guests, higher customer satisfaction, and profitability to the firm. In addition, they tend to have higher organizational commitment, performance, lower turnover intention (Barrow, 1990; Carsten & Spector, 1987; Judge, Thoresen, Bono, & Patton, 2001; Heskett, Sasser & Schlesinger, 1997).

To be more efficient, organizations must realize that receiving feedback is not just a data-gathering exercise. Instead, the feedback received is functional in the operations of the hospitality industry through impacting the service profit chain. With this realization, they collect feedback from customers to help improve their businesses. The traditional method of feedback collection has been through written guest feedback forms which are then manually entered into their system. With the improvement of technology however, now the most often used source to obtain guest feedback is from online hotel booking websites and social networking (Prashar, 2017). Customers rate and share their own experiences to ensure the business receives detailed information. Companies now often encourage their customers to provide feedback by sending emails, through OTA websites, and written guest satisfaction survey forms in rooms or after meals (Kim & Park, 2016). Numerous businesses use their Guest Satisfaction Survey (GSS) system to collect feedback (Prasad, Wirtz & Yu, 2014). Sometimes in these surveys guests will praise employees and mention them by name, which some companies encourage. The effectiveness of the feedback transmission to an employee is reliant on the organization. In order for the feedback collected from different sources to be impactful on the employee, it is necessary to deliver the customers' appreciation to the employee who satisfied them.

Another theory that could explain the importance of positive feedback to an employee is Maslow's Hierarchy of Needs. According to Maslow, most of the jobs in the hospitality industry provide sufficient satisfaction in the needs of Physiological and Security needs (Maslow, 1943), in other words, the basic needs for humans to

survive. When these basic needs are satisfied, people will pursue higher levels of psychological needs, Social and Esteem needs. The last stage of need is Self-Actualization, which is the need of self-fulfillment. Therefore, receiving positive feedback is a way to achieve self-fulfillment and to enhance esteem (McLeod, 2014).

Feedback may not always lead to better performance, however, organizations could try to enhance the positive feedback with rewards systems. There are two basic forms of reward in the hospitality industry: intrinsic rewards and extrinsic rewards. According to Kreps (1997), intrinsic reward is internal motivation without external incentive and it is more a desire of natural behavior. Examples of intrinsic rewards are self-esteem, feeling of accomplishment, feeling of overcoming challenges, etc. (Wong et al., 1999). Extrinsic rewards are tangible and visible to others (Mottaz, 1985). Chiang and Jang (2008) stated that it is external motivation and incentives. Some common forms of extrinsic rewards are bonuses, tips, opportunity for promotion, advancement, etc. The purpose of a reward system is to encourage the good behavior of employees. A proper reward system would have positive impacts on employee job satisfaction (Arnett, 2002).

The question then becomes, how are feedback and rewards related to job satisfaction? Job satisfaction can be used to describe a worker's work-related attitude (Rothe, 1951; Kara, Uysal, & Magnini, 2012). Locke (1969) described job satisfaction as a function of the perceived relationship between what an employee wants from the job and what he/she perceives the job actually offers. Kalleberg (1977) indicated that in a personal value system a person's need for fulfillment and

dignity from work must be satisfied, the dissatisfaction could lead to a negative impact on the perceived value and lower productivity. Previous research suggests that employees with higher job satisfaction tend to have more emotions that are positive and better performance (Schlesinger, 1982). Job satisfaction is one of the most common evaluations of one's affections to the job in hospitality industry. Frontline workers interact with customers on a daily basis. Thus, they play a crucial intermediary role between the organization and customers, which will ultimately contribute to the success of the business (Arnett, 2002). Research suggests that rewards are related to employees' job satisfaction and they believe good behavior should be rewarded (Zeithaml & Bitner, 2000; Bustamam, Teng & Abudullah, 2014; Idemobil, Ngige & Ofili, 2017).

### **Statement of Problem**

Previous research suggests that positive feedback is an important factor for student encouragement within educational theories (Conroy, Sutherland, Snyder, Al-Hendawi & Vo, 2009; Mouratidis, Vansteenkiste, Lens, & Sideridis, 2008).

Meanwhile, it is suggested that positive feedback could lower turnover intention, increase organizational citizenship behaviors, and increase employee commitment in comparison to receiving negative feedback (Belschak & Hartog, 2009). However, there is a lack of research focusing on how employees respond to positive feedback from managers and customers (Nasr, Burton, Gruber, & Kitshoff, 2014).

In the hospitality industry, frontline staff play an important role in daily operating tasks. They interact with customers to provide the best service in order to

please them. They are continuously making others feel good and helping them to enjoy staying in the hotel or eating the meals in a restaurant, but, how about the employees' feelings? The sentence "Happy employees equal happy customers" was often mentioned in articles and lectures (Morgan, 2015). Companies have different policies to encourage employees who did an excellent job at customer touchpoints (Barbosa-McCoy, 2016). With a successful fulfillment of the customer touchpoint, customers might leave a good comment for the staff. Is it possible to reinforce this positive customer feedback with different forms of reward to influence employees' perceptions?

There is an abundance of previous research concerning the comparison between positive feedback and negative feedback (Zapf & Holz, 2006; Bouckennooghe, Raja & Butt, 2013). Alternatively, this research will focus on employees' reaction to positive feedback from customers and managers' treatment of the employees when they receive this positive feedback. Nasr, Burton, Gruber, & Kitshoff (2014) suggested future research should focus on how positive feedback impact job satisfaction and might vary from generations and cultures. Therefore, this research will put the emphasis on the investigation of the effects of positive feedback.

### **Purpose of the Study**

The purpose of this research is to understand the impacts of positive feedback (from customers and managers) and the reward system (extrinsic rewards and intrinsic rewards) on job satisfaction. Furthermore, to have a deeper observation of how employees in the hospitality industry react to positive feedback and to find out

whether it is important for companies to take positive feedback seriously and emphasize the practical applications to increase employee satisfaction.

### **Objectives**

1. To identify key motivating factors for employee performance (positive feedback) resulting in positive outcome (job satisfaction).
2. To identify the reward (intrinsic and extrinsic) result that will impact hospitality staffs' positive job satisfaction.
3. To see if the manager delivering the positive feedback from customers will result in the employee having higher job satisfaction.
4. Provide suggestions to companies concerning their practices for measuring positive feedback.

### **Summary**

This chapter briefly introduced the background and the reason to conduct the research. The aim of the research is to understand the importance of enhancing positive feedback and whether it has influences on employees' job satisfaction. The following chapter will have more explanation and clearer definitions of the theories applied in this research.

## **Chapter II**

### **Literature Review**

This chapter will provide information on the theories and definitions of positive psychology, feedback, positive feedback, feedback in the contemporary hospitality industry, intrinsic reward, extrinsic reward and job satisfaction. With the basic understanding of the subjects above, hypotheses will be generated based on these theories.

The focus of this research is the investigation on the employees' perceptions of customers' direct positive feedback versus managers' delivery of summarized customer positive feedback; and the comparison between intrinsic and extrinsic rewards they received from the positive feedback. The theories of positive feedback and its delivery with the implications of intrinsic and extrinsic rewards will be examined in conjunction with job satisfaction.

#### **Positive psychology**

Fredrickson (2009) suggested that a person is more open to new information and more productive when they are in a positive mood. The Broaden and Build Theory of positive emotions (Fredrickson, 2004) explains the process and reasons for how positive emotions are transformed into productive outcomes. The potential outcomes suggested by the theory are that positive emotions could undo the arousal of lingering negative emotions, increase psychological resilience, broaden one's attention with more creativity and flexibility in new ways of thinking and acting, and bring out

upward spirals. The broaden and build theory illustrates the functions of positive emotions in general, however, these findings could be employed to organizations in various ways.

In an organizational setting, employees with positive emotions had more perseverance and interpersonal attractions, and they often received more support from supervisors and coworkers, and were more supportive of others (Staw, Sutton & Pelled, 1994). The theories indicate that people not only make themselves feel good by fostering positive emotions in their own lives, but also for those who are around them. Positive organizational culture and climates are suggested to have a positive correlation to the development of organizations (Glinska-Newes & Stankiewicz, 2012), and the positive energy can be turned into employee engagement, commitment, and loyalty which increase organizational effectiveness. Additionally, positive emotion displays are suggested to have positive impacts on organizational goals, such as customer satisfaction and positive brand image (Johanson & Woods, 2008).

Positive emotions not only impacted employees' experiences in the workplace, but also their efficiency, another important element for organizations. In organizational behavior, positive reinforcements are likely to increase the propensity for the behavior to be repeated. The positive reinforcements could be verbal praise, recognition, or other merit-based forms of bonuses (Kitterlin & Moll, 2012). The implementation of positivity in an organization is important because people experiencing positive emotions are more helpful and friendly to others; the positive energy would be spread to others and transformed into constructive relations with



coworkers, customers, and other stakeholders in the organization (Cialdini, 2007; Glinska-Newes & Stankiewicz, 2012).

## **Feedback**

Hattie and Timperley (2007, p.81) defined feedback as: "... information provided by an agent (e.g., teacher, peer, book, parent, experience) regarding aspects of one's performance or understanding". In other words, feedback is a result of the performance. The purpose of providing and receiving feedback are to direct or reinforce the behavior so as to meet the goal of the organization (London, Larson & Thisted, 1999).

There are different forms of feedback which can generally be categorized into two categories, corrective (negative) and praising (positive). Feedback of performance from supervisors can cause emotional reactions that might arouse some affect-driven or extra-role behaviors and attitudes (Belschak & Hartog, 2009). Previous research states that providing negative feedbacks is often for the purpose of addressing problems, avoiding a negative behavior, and improving the situations. However, negative feedback could possibly arouse recipients' dissatisfaction, defensive reactions, and denial (Steelman & Rutkowski, 2004). Therefore, it is suggested that managers could frame the feedback in a positive way to the subordinates to stimulate positive affects (Belschak & Hartog, 2009).

## **Positive Feedback**

Positive feedback is a confirmation and approval of a performance; it provides information that the behavior meets or exceeds expectations. Positive feedback is also known as words of affirmation, which is the language that delivers the positive messages to others (Chapman & White, 2011). Praising one's achievement is a way to express and show words of appreciation in the workplace. Studies suggest that praise used in general vocabulary or praising one's abilities are less motivating, therefore praise should be proffered for effort-based performances and specific achievements (Weaver, 2003; Chapman & White, 2011). According to Harackiewicz (1979) and Butler's (1987) research, positive feedback leads to higher self-reported enjoyment and more interest in doing the same activity in the comparison to no feedback.

Some researchers suggested that in behavioral patterns, people desire to receive positive feedback, as a result it is considered as a positive reinforcement (Luthans & Kreitner, 1985). Moreover, feedback could influence one's performance due to self-efficacy and behavioral reward (Waldersee & Luthans, 1994). Thus, accompany positive feedback with other reinforcements could enhance the feedback.

## **Feedback in The Hospitality Industry**

The major sources of feedback in the hospitality industry are customers, supervisor or managers, peers, subordinates and performance data. Cadotte and Turgeon (1988) listed the most common complaints and compliments in the hospitality industry. Among the most common compliments related to workers'

behavior were: helpful attitude of employees, employee knowledge and service, management's knowledge of service, responsiveness to complaints, and quantity of services. The most common channels for organizations in the hospitality industry to collect feedback are guest comment cards, customers survey, online review (OTAs, TripAdvisor, blogs and Social media webpage), online survey (approaching the customers via email or websites) and direct communication with the customer (Sugio, 2010).

The importance of the function and impact of feedback is becoming more recognized and valued by the contemporary hospitality industry. Previous research stated that feedback helps hotels that provide similar products and services discover unique competitive methods and advantages by understanding their customers' needs and expectations (Sugio, 2010). The key to making feedback useful are the actions taken after receiving feedback (Sugio, 2010). Feedback is communication between customers and the organization, but today much of the feedback is visible to other potential customers. Customers' positive feedback could impact the profitability of the organization due to word of mouth from satisfied customers and the ratings or reviews posted online that are visible to the public which could have an effect on potential customers' decision making (Radojevic, Stanasic & Stanic, 2015).

Feedback is not just a communication channel between customer and organization, nowadays it is beginning to be valued in human resource management, especially in the labor intensive serviced-oriented industry. With the concept that one of the most valuable assets in an organization are outstanding employees, the

relevance of feedback in an organization is being noticed and an interest in it is being taken (Mulder & Ellinger, 2013). Scholars indicated that positive feedback from a supervisor could enhance employees' creativity and their perception of higher managerial support (Hon, Chan & Lu, 2013). Therefore, the communication and measures taken after receiving the feedback is something to which organizations in the hospitality industry need to pay attention.

## **Reward**

Kulhavy (1977) stated that feedback does not necessarily lead to better performance, however, combining the feedback with a reward system could help to enhance the impact of the positive feedback. Ajmal, Bashir, Abrar, Khan, & Saqib (2015) found that intrinsic reward and extrinsic reward are important for employees to engage more in their work. Previous research also suggested that rewards have positive influence to organizations' Total Quality Management performance (Allen & Kimann, 2001).

The common forms of reward in the hospitality industry can be divided into intrinsic and extrinsic rewards. Scholars suggested that it is important to understand that different types of rewards have different levels of impact relating to job satisfaction (Katz & Van Maanen, 1977).

## **Intrinsic reward**

The definition of "intrinsic" from Oxford Dictionary of English is belonging naturally (Intrinsic, 2013, p. 481). Thus, an intrinsic reward can also be referred to as

intrinsic motivation, which has been defined as the act of an activity that is for one's internal satisfaction instead of for the purpose of separate consequences (Ryan & Deci, 2000). In other words, intrinsic motivation is without external incentive or recognizable rewards, it is more a desire of natural behavior (Kreps, 1997). Intrinsic reward is more about one's feelings, the increasing of an individuals' internal happiness and satisfaction. The factors of intrinsic rewards are self-esteem, a feeling of accomplishment, self-direction, a feeling of overcoming challenges, etc. (Wong et al., 1999; Mottaz, 1985).

Intrinsic reward comes from the internal perception of an individual, therefore, this type of reward does not generate direct costs and could produce the desired effect immediately (Allen & Kimann, 2001). Intrinsic rewards provide workers in hotels a sense of accomplishment when having good performance and motivates them not only to work their best in the job but also to take on more responsibilities (Chiang & Jang, 2008).

### **Extrinsic Reward**

Extrinsic rewards are external motivators and incentives that are separate from the job itself (Chiang & Jang, 2008; Ryan & Deci, 2000). The dimensions of extrinsic reward have been divided into three categories: financial dimension (monetary rewards and job security), social dimension (interpersonal relationships) and convenience dimension (job characteristics make workers feel comfortable) (Kalleberg, 1977). Among them, the financial dimension is considered the most

common and direct aspect when it comes to extrinsic reward (Allen & Kimann, 2001).

Some common forms of extrinsic rewards in the hospitality industry include bonuses, tips, opportunity of promotion, advancement, etc. (Veldhoen, 2016; Chiang & Jang, 2008). Organizations provide extrinsic rewards to their employees to elevate task performance (Mottaz, 1985; Mossbarger & Eddington, 2003).

### **Job satisfaction**

For decades, numerous scholars have studied Job Satisfaction (Armstrong, 2006; Aziri, 2011; George et al., 2008; Hoppock, 1935; Vroom, 1964; Roth, 1951), and it is one of the most often used constructs in research. Among the studies, the definition of job satisfaction has been concluded as a combination of psychological, physiological and environmental situations that lead to individual's attitude, positive or negative feelings toward the job.

There are a great number of both external factors and internal factors that influence an individual's job satisfaction or dissatisfaction. Moynihan and Pandley (2007) suggested that managers have great influence on job satisfaction. Rue and Byars (2003) also listed factors that affect employees' job satisfaction: working condition, perceived long-range opportunities, compensation, manager's concern, etc. One of the most notable theories used in the job satisfaction literature is The Motivation-Hygiene Theory also known as Two-Factor Theory proposed by Herzberg (1959). It was concluded that the motivating factors determining job satisfaction are the work itself, achievement, recognition, responsibility advancement and growth.

The factors above are related to the nature of the work, which provides the sense of satisfaction to the employees. In other words, motivating factors have a greater long-term positive effect on performance. On the contrary, hygiene factors like company policies, supervision, salary, interpersonal relationship, working environment, etc. can lead to employees' dissatisfaction.

In Heskett's (1997) Service Profit Chain theory, employee satisfaction is linked to the outcome of the service provided to customers then to the customers' satisfaction, customer loyalty, revenue, and finally profitability. Furthermore, the outcome of each factor is also linked back to and influences the employees' satisfaction. Thus, organizations are taking an interest in job satisfaction due to the increasing value produced by satisfied employees (Ittner & Larcker, 2003). Such findings are supported by the relationships found between employees' job satisfaction and customers' satisfaction, in that a satisfied employee is more willing to provide good service and sometimes displays a positive perception of the merchandise or service to be sold (Chiang et al., 2013; Bulgarella, 2005; Karatepe et al., 2006; Gelade & Young, 2005). Therefore, employees with higher job satisfaction could increase customer satisfaction as well as profitability for the organization.

Job satisfaction has also been found to have a significant connection with employees' job performance, organizational commitment, and turnover intention (Barrow, 1990; Carsten & Spector, 1987; Judge, Thoresen, Bono, & Patton, 2001). High turnover rate is one of the challenges for organizations in the contemporary hospitality industry due to the costs generated from recruiting, hiring, and training

new staff. As a result, organizations are striving to reduce turnover and keep their good employees. Bouckenooghe, Raja, and Butt (2013) also indicated that job satisfaction is one of the moderators to job performance and turnover intention; the higher job satisfaction a person perceived the better performance and lower the turnover intention he/she has.

### **Hypothesis Development**

**Positive Feedback and Rewards:** From the previous chapter, the employ of positive psychology in an organizational setting can result in better efficiency and can impact the workers' emotions in the workplace (Glinska-Newes & Stankiewicz, 2012). The more positive feedback one received the higher the internal enjoyment he/she has (Harackiewicz, 1979). The internal enjoyment brought by the positive feedback were resulting from intrinsic rewards, such as self-esteem, a feeling of accomplishment, and a feeling of overcoming challenges.

Also, using external reinforcements is a way to enhance the power of the positive feedback. In the hospitality industry, nowadays, different companies have their own standard reward system. Some have clear rules for employees that received positive feedback from guests, but some do not. Some managers deliver and emphasize the positive feedback. It is assumed that the more positive feedback an employee receives, the more intrinsic and extrinsic rewards s/he would receive.

There is a lack of research on the comparison of the employees' perceptions on receiving direct customer positive feedback and manager delivered summarized customer positive feedback. Therefore, the hypotheses address the impact of direct



customer feedback and manager delivered customer feedback on intrinsic and extrinsic rewards.

H1a: Positive feedback from guests is positively related to intrinsic rewards.

H1b: Positive feedback from guests is positively related to extrinsic rewards.

H2a: Positive feedback from guests summarized and delivered by a manager is positively related to intrinsic rewards.

H2b: Positive feedback from guests summarized and delivered by a manager is positively related to extrinsic rewards.

**Reward and Job Satisfaction:** In Pratheepkanth's (2011) study, the results indicated that both intrinsic reward and extrinsic reward systems have a positive impact on employees' job satisfaction. The purpose of a reward system is to encourage the good behavior of employees. A proper reward system would have a positive impact to a staff's job satisfaction (Arnett, 2002). Previous research also suggested that workers in higher positions were influence by intrinsic factors more, in comparison with those who have a lower position (Mottaz, 1985). In conclusion, the rewards resulting from positive feedback should have a positive relationship with job satisfaction. Thus, hypothesis 3 was generated based on the statements mentioned above.

H3a: Received intrinsic rewards are positively related to job satisfaction.

H3b: Received extrinsic rewards are positively related to job satisfaction.

**Positive Feedback and Job Satisfaction:** Positive customer feedback is a confirmation, recognition and approval of a performance, and it increases

organizational health through positive affective climate (Kipfelsberger, Herhausen & Bruch, 2016). It has been suggested that job satisfaction is determined by a sense of achievement, enjoyment, recognition, etc., which is considered as the motivating factors in Herzberg's (1959) Motivation-Hygiene Theory. Also it has been suggested that motivating factors have a greater long-term positive effect on employees.

Meanwhile, positive feedback brings higher self-enjoyment and more interest in doing the job for workers. As a result, it is hypothesized that the more positive feedback an employee receives the higher job satisfaction he/she will have. However, there is a lack of research on the differences in employee's perception of feedback directly from the guest versus feedback summarized from a manager. Therefore, hypotheses 4 and 5 were generated.

H4: Positive feedback direct from customers is positively related to job satisfaction.

H5: Positive feedback from guests, summarized and delivered by a manager is positively related to job satisfaction.

## **Summary**

The literature review focused on the theories and the impacts of applying positive psychology, feedback, positive feedback, feedback in the contemporary hospitality industry. The definitions of intrinsic reward, extrinsic reward, and job satisfaction provide this research a foundation to investigate the relationship between each factor.

## Chapter III

### Methodology

The previous chapter illustrated the importance and potential positive influence of fostering positive psychology, feedback, and rewards systems in organizations with existing literature. In this chapter the research framework, research methods, instruments, data collection, and methodology will be discussed.

#### Conceptual Framework

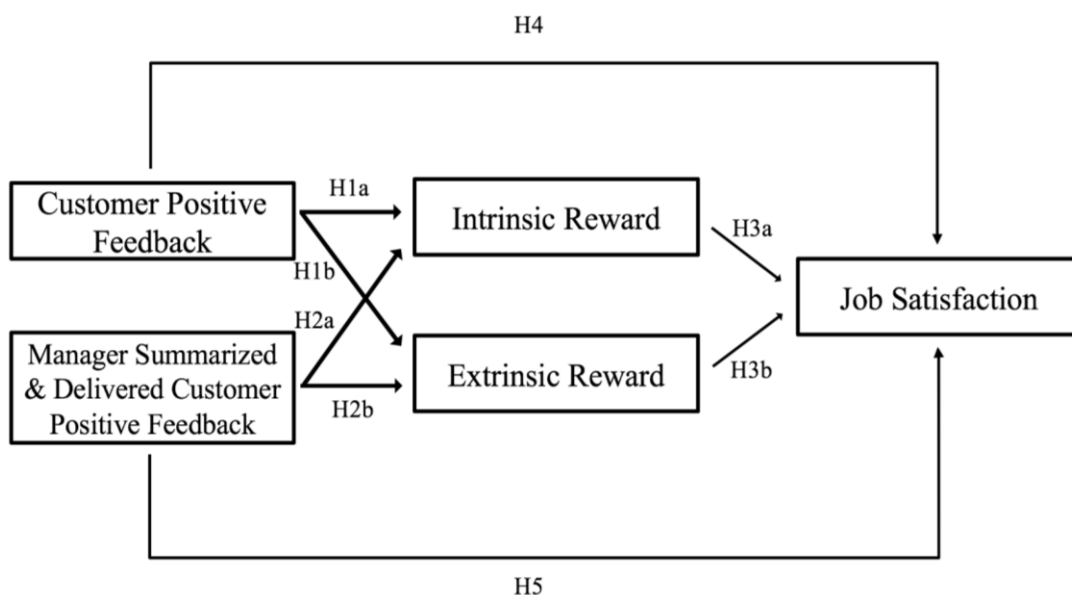


Figure 3.1 Research Framework

#### Research Design

The aim of this research is to examine whether there are differences in the relationships between the impact of customers' positive feedback on intrinsic rewards and extrinsic rewards and the impact of managers' delivery of the positive feedback on intrinsic and extrinsic rewards employees received. In addition, how the positive

feedback and the two types of rewards influence employees job satisfaction in the hospitality industry.

Questionnaires are a way to collect data from diverse subjects. The questionnaire utilizes scales, in the form of questions, to measure the subjects' attitudes towards a set of statements (Birmingham & Wilkinson, 2003). Through the questionnaire, the subjects not only express their feelings but can also keep the answers anonymous (Sugio, 2010). This research is about examining individual's perception towards the aspects mentioned previously. The questionnaire was used as the data collecting tool, and the data gathered through the scales were then inputted into a statistical package for analysis. Thus, this is a quantitative research.

### **Definitions of Terms**

**Back-office employee** – The employee that does not serve customers in daily operating. Such as the staff who works in engineering division, human resources, accounting department

**Extrinsic Reward** – External motivation and incentives such as bonuses, tips, opportunities of promotion, etc. that a person receives from getting positive feedback.

**Front-line employee** – The employee who has direct interactions with guests on daily basis.

**Full-time employee** – The employee who is usually required to work between 32 to 40 hours a week.

**Intrinsic Reward** – Internal motivation and satisfaction like a sense of accomplishment, delightfulness, etc. that a person experiences from getting positive feedback.

**Part-time employee** – The employee who works less than 32 hours a week.

**Positive Feedback** – Responses provided to confirm that a person’s performance and behavior meets or surpass the expectation. The formats can be positive comment, expression of gratitude, compliment, praise, or even a smile.

### **Research Instrument and Measurement**

This research is quantitative in nature and the data was collected with a questionnaire. In accord with the literature review and the conceptual framework, the questionnaire consisted of four sections. The first two sections can each be divided into two parts. In each section, the variables were measured on a seven-point Likert-type scale varying from “strongly disagree” (1)/ “strongly dissatisfied”(1) to “strongly agree”(7)/ “strongly satisfied”(7). The total scores were be used to exam the hypotheses. The four sections of this questionnaire are:

1. Perceived positive feedback
  - (1). Perceived positive feedback from customers;
  - (2). Perceived positive feedback delivered by managers;
2. Reward from positive feedback
  - (1). Intrinsic rewards;

- (2). Extrinsic rewards;
- 3. Job satisfaction;
- 4. Demographic variables.

**Measurement of Perceived Positive Feedbacks from Customers:** This

measurement was adapted from the perception of teachers’ feedback scale developed by Koka and Hein (2005). There are seven items under the first part of section one. The items concern general feedback received in the hospitality industry through different forms and channels. It was measured using a seven-point Likert-type scale varying from “strongly disagree” (1) to “strongly agree” (7). The total score was used to indicate the perceived positive feedback the hospitality employees received from customers. The higher the aggregated score, the more positive feedback they received from customers.

Table 3.1 Positive Feedbacks from Customers Measurement

Items
1. I often receive praise from my customers.
2. My customers confirm that I am providing good service.
3. I often receive complimentary letters from customers.
4. Customers show their appreciation for my good service.
5. Customers smile at me when I provide good service.
6. In response to a good service encounter customers fill out a complimentary letter/ email with my name in it.
7. In response to a good service encounter customers write positive reviews online with my name in it.

### **Measurement of Perceived Positive Feedback Summarized and Delivered by**

**Managers:** This measurement was adapted from a supervisory feedback scale from Jaworski and Kohli (1991). There are six items under the second part of section one. The items examine the employees' perception of the delivery of positive customer feedback through managers. It was measured using seven-point Likert-type scale varying from "strongly disagree" (1) to "strongly agree" (7). The aggregated score was used to indicate the perceived positive feedback managers delivered for customers to the hospitality employees. The higher the total score, the more positive feedback customers provided and was delivered to the employees.

Table 3.2 Positive Feedback Summarized & Delivered by Managers Measurement

Items
1. My manager lets me know when a customer praises me.
2. My manager praises me when customers praise me.
3. When customers provide positive feedback, my manager confirms that I provided good service.
4. My manager often delivers complimentary letters from customers to me.
5. My manager praises me in front of my co-workers.
6. My manager delivers customer appreciation to me.

**Measurement of Intrinsic Reward from Positive Feedback:** The measurement of intrinsic reward was adapted from Mottaz's (1985) and Allen and Kilmann's (2001) reward practice survey. This part includes seven items of intrinsic motivational rewards that an employee may perceive when he/she received positive feedback. It was measured using a seven-point Likert-type scale varying from "strongly disagree"

(1) to “strongly agree” (7). The sum of the scores determined the intrinsic rewards the hospitality workers perceived when they received positive feedback. The higher the score, the more intrinsic rewards the employee perceived.

Table 3.3 Intrinsic Reward from Positive Feedback Measurement

Items
1. I felt a sense of achievement when I received positive feedback.
2. I felt recognized when I received positive feedback.
3. I felt proud of myself when I received positive feedback.
4. The positive feedback was meaningful to me.
5. I feel capable of overcoming challenges.
6. I felt delighted when I received positive feedback
7. I felt my work was appreciated when I received positive feedback.

**Measurement of Extrinsic Reward from Positive Feedback:** The

measurement of extrinsic reward was adapted from a reward practice survey which was developed by Allen and Kilmann (2001). This part includes seven items of extrinsic motivational rewards resulting from receiving positive feedback, and was measured using a seven-point Likert-type scale varying from “strongly disagree” (1) to “strongly agree” (7). The total score indicates the extrinsic rewards a worker of the hospitality industry perceived when they received positive feedback. The higher the score, the more extrinsic rewards the employee acquired.



Table 3.4 Extrinsic Reward from Positive Feedback Measurement

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Items
1. When I received positive feedback, I earned better tips.
2. When I received positive feedback, I was rewarded with bonuses.
3. When I received positive feedback, I was rewarded with incentives.
4. When I received positive feedback, I was rewarded with paid time off.
5. When I received positive feedback, I was rewarded with benefits.
6. I was rewarded for receiving positive feedback.
7. Receiving positive feedback increased my opportunity to get a promotion.

---

**Measurement of Job Satisfaction:** The measurement of job satisfaction was adopted from the short version Minnesota Job Satisfaction Questionnaire (MSQ) that was developed by Weiss et al. (1967) and Bustamama, Tenga and Abdullahb (2014). In the short form MSQ job satisfaction scale, twenty items are used to measure an employee's satisfaction with their job. It is one of the most widely used scales in the related research. This scale was measured using a seven-point Likert-type scale varying from "strongly dissatisfied" (1) to "strongly satisfied" (7). The final score will determine the level of the employee's satisfaction with their job. The higher the score, the more satisfied the employee is.

Table 3.5 Job Satisfaction Measurement

---

Items
1. The opportunity to work alone on the job.
2. Being able to keep busy all the time.
3. The opportunity to do different things from time to time.
4. The opportunity to be “somebody” in the community.
5. The way my boss interacts with his/her workers.
6. The competence of my supervisor in making decisions.
7. Being able to do things that don’t go against my conscience.
8. The way my job provides for steady employment.
9. The opportunity to do things for other people.
10. The opportunity to tell people what to do.
11. The opportunity to do something that makes use of my abilities.
12. The way company policies are put into practice.
13. My pay and the amount of work I do.
14. The opportunity for advancement on this job.
15. The freedom to use my own judgment.
16. The opportunity to try my own methods of doing the job.
17. The working conditions.
18. The way my co-workers get along with each other.
19. The praise I get for doing a good job.
20. The feeling of accomplishment I get from the job.

---

**General Characteristics:** This section was used to investigate demographic variables of the subjects. The questions covered basic information such as, gender, age, marital status, ethnicity, educational level, working experience, household income, etc.

### **Sample and Data Collection**

The main objective of this research was to find out the influence of positive feedback and the rewards employees' perceived on their job satisfaction. According to previous research in the determination of sample size for SEM (Wolf, Harrington, Clark & Miller, 2013; Bentler & Chou, 1987; Bollen, 1989), an adequate sample size for this research would be 500. The subjects were selected from the employees that work in the hospitality industry in greater Miami area. This research is quantitative in nature and the data was collected using convenience sampling by surveying employees with hospitality industry work experience. Five hundred questionnaires were administered in a two-month period. Of the 500 distributed, 442 were returned, with 339 being complete and usable for analysis.

### **Method of Analysis**

In this study, SPSS 22 software was used to analyze the data collected.

**Structural Equation Modeling** was used to create a formula to model the relationship between perceived positive feedback from customers, perceived positive feedback summarized and delivered by managers, perceived intrinsic reward, perceived extrinsic reward and job satisfaction.

**Correlation Test** was used to examine the relationships between each of the following variables: perceived positive feedback from customers, perceived positive feedback summarized and delivered by managers, intrinsic rewards, extrinsic reward, job satisfaction.

**Regression analysis** was used to create a regression formula among perceived positive feedback from customers, perceived positive feedback summarized and delivered by managers, intrinsic rewards, extrinsic reward and job satisfaction.

**Reliability analysis** was used to understand the reliability of each item by measuring the internal consistency of scales to make sure the questions are measuring the same concept (Tavakol & Dennick, 2011).

**T-test** was used to analyze differences in: gender, position types and employment types of employees' perception toward perceived positive feedback from customers, perceived positive feedback summarized and delivered by managers, intrinsic rewards, extrinsic reward and job satisfaction.

**ANOVA Test** was used to investigate the relationships of different ethnicities, age group, educational levels, and other demographic variables on perceived positive feedback from customers, perceived positive feedback summarized and delivered by managers, intrinsic rewards, extrinsic reward and job satisfaction.

## **Summary**

This chapter illustrated the methodology used in the research. The data was collected by questionnaire, and the subjects were people who have working experience in the hospitality industry in greater Miami area. SEM, correlations, ANOVAs, and t-tests were used to examine the instruments discussed in the chapter. The following chapter is the result of the data analysis.

## Chapter IV

### Result and Discussion

The objective of this study was to understand the relationships among positive feedback from customers and managers, intrinsic rewards, extrinsic rewards and job satisfaction. The previous chapter described the methodology and the design of this research. In this chapter the analysis of the results of the questions being asked in the questionnaire will be presented.

The questionnaires were completed by subjects in the greater Miami area that have experience working in a hotel or a restaurant. A total of 500 questionnaires were distributed and 442 were returned. Of the returned questionnaires, 339 were valid surveys. Therefore, the response rate for the study was 67.8%.

#### Reliability Analysis

Cronbach's alpha is a number between 0 and 1 that is used to measure the internal consistency of scales or measurement to make sure the questions are measuring the same concept (Tavakol & Dennick, 2011). The acceptable range of Cronbach's alpha is provided by George and Mallery (2003) that when  $\alpha$  is  $> .9$ , the internal consistency is Excellent,  $\alpha > .8$  the consistency is good,  $\alpha > .7$  is Acceptable, and when  $\alpha$  is  $< .5$  the consistency is Unacceptable.

In this research, the reliability test was conducted to make sure consistency of the questions asked in each measurement. According to the results displayed in table 4.1, intrinsic reward from positive feedback measurement and job satisfaction

measurement had Cronbach's  $\alpha$  values higher than 0.9, positive feedback from customers measurement and extrinsic reward from positive feedback measurement had Cronbach's  $\alpha$  values higher than 0.8 and positive feedback summarized & delivered by managers measurement had an  $\alpha$  value higher than 0.7. Therefore, all the measurements in this research had  $\alpha$  values higher than 0.7, which suggested that the scales were reliable.

Table 4.1 Reliability analysis

Measurement	Items	Mean	Cronbach's $\alpha$
Customers positive feedback	7	5.085	.870
Managers deliver positive feedback	6	5.124	.792
Intrinsic reward	7	6.358	.938
Extrinsic reward	7	4.213	.898
Job satisfaction	20	5.248	.927

### Correlation Analysis

Correlation analyses aim to find out whether there is any linear correlation between the variables. The range of correlation coefficient is from -1 to 1. According to the guide of the absolute value of  $r$  Evans (1996) suggested, the strength of linear correlations is interpreted that  $r$  value is: .00-.19 "very weak", .20-.39 "weak", .40-.59 "moderate" , .60-.79 "strong" , and .80-1.0 "very strong." In this research, Pearson's correlation was used to measure if there was a linear relationship between perceived positive feedback from customers, perceived positive

feedback delivered by managers, intrinsic reward, extrinsic reward and job satisfaction as well as the strength of the linear relationship (Table 4.2).

**Perceived positive feedback from customers and managers.** According to the results in Table 4.2, perceived positive feedback from customers and perceived positive feedback delivered by managers had a strong and positive correlation ( $r=0.600^{**}$ ,  $p<0.001$ ).

**Perceived positive feedback and rewards.** According to Table 4.2, perceived positive feedback from customers had a moderate positive relationship with intrinsic reward from positive feedback ( $r=0.444^{**}$ ,  $p<0.001$ ) and a positive moderate relationship with extrinsic rewards from positive feedback ( $r=0.528^{**}$ ,  $p<0.001$ ). The results were significant, thus, hypothesis 1a: Positive feedback from guests is positively related to intrinsic rewards and hypothesis 1b: Positive feedback from guests is positively related to extrinsic rewards were supported.

Perceived positive feedback summarized and delivered by managers was positively related to intrinsic reward from positive feedback with a moderate relationship ( $r=0.403^{**}$ ,  $p<0.001$ ) and it had a moderate positive relationship with extrinsic rewards from positive feedback ( $r=0.566^{**}$ ,  $p<0.001$ ). The results were significant, thus, hypothesis 2a: Positive feedback from guests summarized and delivered by a manager is positively related to intrinsic rewards and hypothesis 2b: Positive feedback from guests summarized and delivered by a manager is positively related to extrinsic rewards were supported.



**Reward and Job Satisfaction.** From the results displayed in Table 4.2, intrinsic rewards from positive feedback was positively related to job satisfaction ( $r= 0.553^{**}$ ,  $p<0.001$ ) and extrinsic rewards from positive feedback was also positively related to job satisfaction ( $r=0.529^{**}$ ,  $p<0.001$ ). Both rewards had a moderately positive relationship with job satisfaction and were significant. Therefore, hypothesis 3a: Received intrinsic rewards are positively related to job satisfaction and hypothesis 3b: Received extrinsic rewards are positively related to job satisfaction were supported.

**Positive Feedback and Job Satisfaction.** According to the results in Table 4.2, perceived positive feedback from customers had a strong, positive correlation with job satisfaction ( $r=0.606^{**}$ ,  $p<0.001$ ). The result was significant, as a result, hypothesis 4, positive feedback direct from customers is positively related to job satisfaction, was supported.

Perceived positive feedback summarized and delivered by managers also had a strong, positive correlation with job satisfaction ( $r=0.618^{**}$ ,  $p<0.001$ ). The result was also significant, therefore, hypothesis 5, positive feedback from guests, summarized and delivered by a manager is positively related to job satisfaction, was supported.

Table 4.2 Correlation analysis

	Customers positive feedback	Managers deliver positive feedback	Intrinsic reward	Extrinsic reward	Job satisfaction
Customers positive feedback	1	.600**	.444**	.528**	.606**
Managers deliver positive feedback	.600**	1	.403**	.566**	.618**
Intrinsic reward	.444**	.403**	1	.195**	.553**
Extrinsic reward	.528**	.566**	.195**	1	.529**
Job satisfaction	.606**	.618**	.553**	.529**	1

\*\*p<0.001. Correlation is significant at the 0.05 level.

## Regression Analysis

The results of the correlation analyses suggested that there were relationships between the various constructs. Therefore, several multiple regression analyses were conducted to examine further predictions and explanations of the variable. The results of the multiple regression analyses are displayed in the following tables.

**Customers positive feedback and Managers deliver positive feedback on Intrinsic reward.** The results of the multiple regression model are displayed in table 4.3, with  $\Delta R^2=0.222$ ,  $F=49.227^{**}$ , which indicate that customers' positive feedback and managers delivery of positive feedback had a positive effect on intrinsic rewards perceived by the employee. The results suggest that employees with higher scores on the customers' positive feedback and managers delivery of positive feedback scales are expected to have higher intrinsic reward, after controlling for the other variables in the model.

Table 4.3 Regression analysis (Customers positive feedback, Managers deliver positive feedback & Intrinsic reward)

Dependent Variable:	$\beta$	T	$R^2$	$\Delta R^2$	F	VIF
Intrinsic reward			.227	.222	49.227**	
Customers positive feedback	.316**	5.274**				1.563
Managers deliver positive feedback	.213**	3.558**				1.563

\*\*p<0.001

**Customers positive feedback and Managers deliver positive feedback on**

**Extrinsic reward.** The results of the multiple regression model are displayed in table 4.4, with  $\Delta R^2=0.372$ ,  $F=101.269^{**}$ , which indicates that customers’ positive feedback and managers delivery of positive feedback had a positive effect on the extrinsic rewards perceived by the employees. The results suggest that employees with higher scores on the customers’ positive feedback and managers delivery of positive feedback scales are expected to have higher perception of extrinsic reward, after controlling for the other variables in the model.

Table 4.4 Regression analysis (Customers positive feedback, Managers deliver positive feedback & Extrinsic reward)

Dependent Variable:	$\beta$	T	$R^2$	$\Delta R^2$	F	VIF
Extrinsic reward			.376	.372	101.269 <sup>**</sup>	
Customers positive feedback	.294 <sup>**</sup>	5.465 <sup>**</sup>				1.563
Managers deliver positive feedback	.390 <sup>**</sup>	7.231 <sup>**</sup>				1.563

<sup>\*\*</sup>p<0.001

**Intrinsic reward and Extrinsic reward on Job satisfaction.** The results of the multiple regression model are displayed in table 4.5, with  $\Delta R^2=0.487$ ,  $F=161.301^{**}$ , which indicate that intrinsic reward and extrinsic reward had a positive effect on employees’ job satisfaction. The results suggest that employees with higher scores on the perceived intrinsic reward and perceived extrinsic reward scales are expected to have higher job satisfaction, after the other variables in the model are controlled.

Table 4.5 Regression analysis (Intrinsic reward, Extrinsic reward & Job satisfaction)

Dependent Variable: Job satisfaction	$\beta$	T	$R^2$	$\Delta R^2$	F	VIF
			.490	.487	161.301**	
Intrinsic reward	.468**	11.770**				1.040
Extrinsic reward	.437**	11.011**				1.040

\*\*p<0.001

**Customers positive feedback and Managers deliver positive feedback on Job satisfaction.** The results of the multiple regression are displayed in table 4.6, with  $\Delta R^2=0.465$ ,  $F=148.110^{**}$ , which indicate that customers' positive feedback and managers delivery of positive feedback had positive effects on job satisfaction. The result suggest that employees with higher scores on the customers' positive feedback and managers delivery of positive feedback scales are expected to have higher job satisfaction, after controlling for the other variables in the model.

Table 4.6 Regression analysis (Customers positive feedback, Managers deliver positive feedback & Job satisfaction)

Dependent Variable: Job satisfaction	$\beta$	T	$R^2$	$\Delta R^2$	F	VIF
			.469	.465	148.110**	
Customers positive feedback	.368**	7.407**				1.563
Managers deliver positive feedback	.397**	7.982**				1.563

\*\*p<0.001

**Customers positive feedback, Managers deliver positive feedback, Intrinsic reward and Extrinsic reward on Job satisfaction.** The results of the multiple regression model are displayed in table 4.7, with  $\Delta R^2=0.562$ ,  $F=109.390^{**}$ , which indicate that customers' positive feedback, managers delivery of positive feedback, intrinsic reward, and extrinsic reward had a positive effect on the job satisfaction employees perceived. The results suggest that employees with higher scores on all the four scales are expected to have higher job satisfaction, after controlling for the other variables in the model.

Table 4.7 (Customers positive feedback, Managers deliver positive feedback, Intrinsic reward, Extrinsic & Job satisfaction)

Dependent Variable: Job satisfaction	$\beta$	T	$R^2$	$\Delta R^2$	F	VIF
			.567	.562	109.390**	
Customers positive feedback	.200**	4.064**				1.873
Managers deliver positive feedback	.241**	4.849**				1.903
Intrinsic reward	.323**	7.826**				1.317
Extrinsic reward	.224**	4.860**				1.632

\*\*p<0.001

### Structural Equation Modeling

SPSS AMOS 21 was used to conduct SEM, which was used to examine the causal relationships between the five variables in this research. The results of goodness of fit of this research model were  $\chi^2=6.098$ ,  $df=1$ ,  $p < .05$ ,  $\chi^2/df=6.098$ ,  $GFI = .993$ ,  $IFI = 0.993$ ,  $TLI = 0.925$ ,  $CFI = 0.992$ ,  $RMSEA = .123$ . Among the

results, RMSEA indicated a poor fit with the data and  $\chi^2/df$  also indicated that there might be some underlying problem within the model. However, GFI, IFI, TLI and CFI were in an acceptable range. The structural model is displayed in Figure 4.1 and the standardized path coefficient ( $\beta$ ) is shown in table 4.8.

Table 4.8 Structural equation modeling

Path		$\beta$
Customers positive feedback	→ Managers deliver positive feedback	.600**
Customers positive feedback	→ Intrinsic reward	.316**
Customers positive feedback	→ Extrinsic reward	.294**
Managers deliver positive feedback	→ Intrinsic reward	.213**
Managers deliver positive feedback	→ Extrinsic reward	.390**
Intrinsic reward	→ Job satisfaction	.321**
Extrinsic reward	→ Job satisfaction	.222**
Customers positive feedback	→ Job satisfaction	.199**
Managers deliver positive feedback	→ Job satisfaction	.239**

\*\*p<0.001

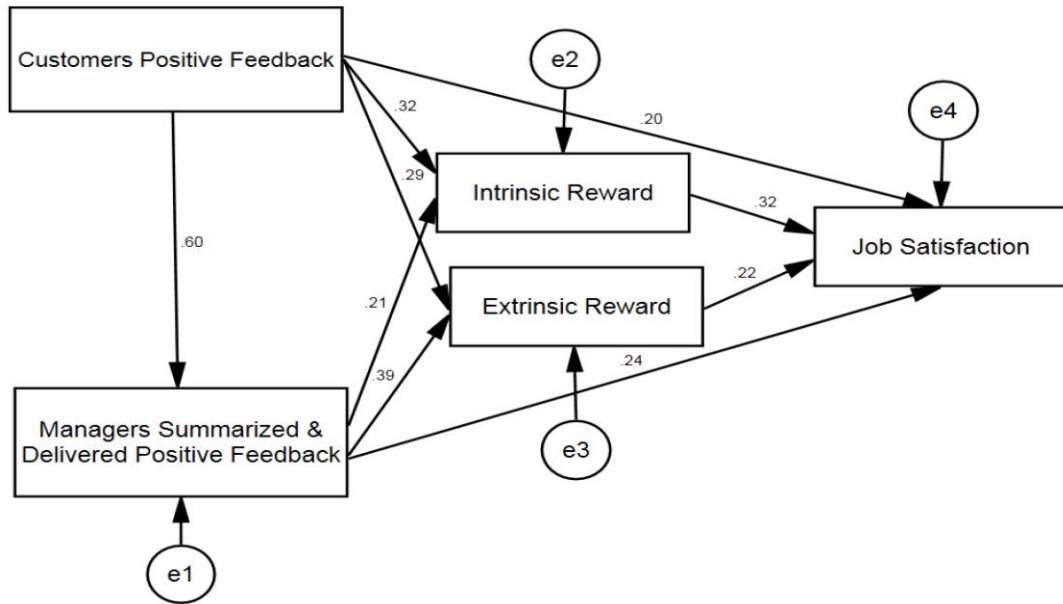


Figure 4.1 Structural equation modeling

### Analysis of Demographic Data

The results of the demographic analyses are display in table 4.9 that among the 339 valid samples, there were 30.4% male participants and 69.6% female participants. The majority age group was 20- 29 years old, and the median was age of 24. Most of the respondents were single, never married. Hispanic and Asian composed the major respondents. Most of the respondents obtained college degree and above.

As for the working experiences, most of the participants, have 1 to 2 years of experiences. The majority of the respondents have experiences working in hotels. 65.2 % of the respondents have experiences obtaining a full-time job, which are more than the ones that have part-time job experience in the hospitality industry. Most of the respondents have experience working in upper upscale-midscale properties that followed by luxury properties, then followed economy properties. The major income group of respondents were composed by less than \$20,000 and \$ 20,000 to 39,999.



Table 4.9 Demographic distribution

		n	%
Gender	Male	103	30.4
	Female	236	69.6
Age	19 and below	5	1.5
	20- 29	292	86.1
	30- 39	26	7.7
	40- 49	12	3.2
	50 and above	5	1.2
Marital status	Single, never married	309	91.2
	Married	27	8
	Separated, divorced or widowed	3	0.9
Ethnicity	African-American	24	7.1
	Caucasian	32	9.4
	Native American	2	0.6
	Asian	151	44.5
	Hispanic	115	33.9
	Other	15	4.4
Education	Some school	6	1.8
	High school graduate or equivalent	14	4.1
	some college includes 2-year degree	58	17.1
	4-year college degree	156	46
	graduate or professional degree	105	31

Working experience	Less than 1 year	46	13.6
	1-2 years	153	45.1
	2-5	99	29.2
	>5	41	12.1
Working schedule	Full-time	221	65.2
	Part-time	118	34.8
Working place	Hotel	284	83.8
	Restaurant	55	16.2
Scale/class	Luxury	100	29.5
	Upper upscale-midscale	148	43.7
	Economy	91	26.8
Income	Less than \$20,000	156	46
	\$20,000-39,999	122	36
	\$40,000-59,999	28	8.3
	More than \$60,000	33	9.7
			n=339

### Differences in Gender Groups

T-tests were used to analyze the differences between gender groups. According to table 4.10, the results of perceived customers positive feedback were  $t=1.767$  and  $p=0.320$ , which suggests that there was no significant difference between male participants ( $M=36.816$ ,  $SD=8.233$ ) and female participants ( $M=35.064$ ,  $SD=8.465$ ).

The results of the perception of managers delivery of positive feedback from customers were  $t=1.521$  and  $p=0.036^*$ , which suggests that there was a significant

difference between male participants ( $M=31.990$ ,  $SD=8.068$ ) and female participants ( $M=30.119$ ,  $SD=10.694$ ).

For intrinsic reward received from positive feedback, the t-test result was  $t=-0.921$  and  $p=0.175$ , which suggested that there was no difference between male participants ( $M=44.058$ ,  $SD=5.076$ ) and female participants ( $M=44.703$ ,  $SD=6.263$ ).

For the results of extrinsic reward received from positive feedback, the t-test results were  $t=2.561$  and  $p=0.036^*$ , which suggests that there was a significant difference between male participants ( $M=31.942$ ,  $SD=10.465$ ) and female participants ( $M=28.424$ ,  $SD=12.106$ ).

As for the job satisfaction, the results were  $t=0.692$ ,  $p=0.241$ , which suggested that there was no significant difference between male participants ( $M=106.058$ ,  $SD=17.192$ ) and female participants ( $M=104.483$ ,  $SD=20.313$ ).

Table 4.10 T-test (Gender group)

	Gender	n	t	p	Mean	SD
Customers positive feedback	Male	103	1.767	.320	36.816	8.233
	Female	236			35.064	8.465
Managers deliver positive feedback	Male	103	1.521	.036*	31.990	8.068
	Female	236			30.199	10.694
Intrinsic reward	Male	103	-.921	.175	44.058	5.076
	Female	236			44.703	6.263
Extrinsic reward	Male	103	2.561	.036*	31.942	10.465
	Female	236			28.424	12.106
Job satisfaction	Male	103	.692	.241	106.058	17.192
	Female	236			104.483	20.131

\* $p < 0.05$ .

### Differences in Working Place Groups

According to the t-test analyses, the results of the differences between working place groups are shown in table 4.11. The results of perceived customers positive feedback were  $t=0.713$  and  $p=0.504$ , which suggested that there was no significant difference between participants that have experiences working in hotels ( $M=35.739$ ,  $SD=8.441$ ) and participants with experiences working in restaurants ( $M=34.854$ ,  $SD=8.359$ ).

For the results of differences in perception of perceived managers summarized and delivery of customers positive feedback between working place groups, the t-test results were  $t=0.529$  and  $p=0.881$ . The results were not significant; thus, there was no

significant difference between participants that have experiences working in hotels (M=30.870, SD=10.173) and participants with experiences working in restaurants (M= 30.091, SD=10.173).

The t-test results for intrinsic reward received from positive feedback, were  $t=1.517$  and  $p=0.455$ , which suggests that there was no significant difference between participants with experiences working in hotels (M=44.722, SD=5.773) and participants with experiences working in restaurants (M=43.400, SD=6.618).

The results for extrinsic reward received from positive feedback were  $t=-0.815$  and  $p=0.934$ , which suggests that there was no significant difference between participants with experiences working in hotels (M=29.264, SD=11.750) and participants with experiences working in restaurants (M=30.672, SD=11.654).

As for the job satisfaction, the results were  $t=1.361$ ,  $p=0.948$ , which suggests that there was no significant difference between participants with experiences working in hotels (M=105.588, SD=18.950) and participants with experiences working in restaurants ((M=101.727, SD=20. 751).

Table 4.11 T-test (Working place group)

	Place working	n	t	p	Mean	SD
Customers positive feedback	Hotel	248	.713	.504	35.739	8.441
	Restaurant	55			34.854	8.359
Managers deliver positive feedback	Hotel	248	.529	.881	30.870	10.173
	Restaurant	55			30.091	9.052
Intrinsic reward	Hotel	248	1.517	.455	44.722	5.773
	Restaurant	55			43.400	6.618
Extrinsic reward	Hotel	248	-.815	.934	29.264	11.750
	Restaurant	55			30.672	11.654
Job satisfaction	Hotel	248	1.361	.948	105.588	18.950
	Restaurant	55			101.727	20.751

### Differences in Working Schedule Groups

The t-test results for the differences between working schedule groups are shown in table 4.12. The t-test results of perceived customers positive feedback were  $t=0.310$  and  $p=0.024^*$ , which suggests that there was a statistically significant difference between participants that have full-time positions ( $M=35.606$ ,  $SD=8.796$ ) and participants have part-time positions ( $M=35.576$ ,  $SD=7.708$ ).

For the results of differences in perception of perceived managers summarized and delivery of customers positive feedback between working schedule groups, the t-test results were  $t=0.111$  and  $p=0.678$ . The results were not significant; thus, there was no significant difference between participants that have full-time positions

( $M=30.787$ ,  $SD=9.382$ ) and participants have part-time positions ( $M= 30.661$ ,  $SD=11.086$ ).

The results for intrinsic reward received from positive feedback were  $t=-0.617$  and  $p=0.154$ , which suggests that there was no significant difference between participants that have full-time positions ( $M=44.362$ ,  $SD=6.423$ ) and participants have part-time positions ( $M=44.780$ ,  $SD=4.880$ ).

The results for extrinsic reward received from positive feedback were  $t=-2.347$  and  $p=0.707$ , which suggests that there was no difference between participants that have full-time positions ( $M=28.407$ ,  $SD=11.614$ ) and participants have part-time positions ( $M= 31.525$ ,  $SD=11.722$ ).

As for the job satisfaction, the results were  $t=-0.955$ ,  $p=0.260$ , which suggested that there was no significant difference between participants that have full-time positions ( $M=104.230$ ,  $SD= 20.230$ ) and participants have part-time positions ( $M=106.330$ ,  $SD=17.343$ ).

Table 4.12 T-test (Working schedule group)

	Working schedule	n	t	p	Mean	SD
Customers positive feedback	Full-time	221	.031	.024*	35.606	8.796
	Part-time	118			35.576	7.708
Managers deliver positive feedback	Full-time	221	.111	.678	30.787	9.382
	Part-time	118			30.661	11.086
Intrinsic reward	Full-time	221	-.617	.154	44.362	6.423
	Part-time	118			44.780	4.880
Extrinsic reward	Full-time	221	-2.347	.707	28.407	11.614
	Part-time	118			31.525	11.722
Job satisfaction	Full-time	221	-9.55	.260	104.230	20.230
	Part-time	118			106.330	17.343

\* $p < 0.05$ .

### Differences in Dimension in Ethnicity Groups

The test of homogeneity was conducted to and the results were displayed in Table 4.13. Customers positive feedback ( $p=0.168$ ), managers deliver positive feedback ( $p=0.103$ ), intrinsic reward ( $p=0.425$ ) and extrinsic reward ( $p=0.116$ ) had significance levels larger than 0.05, which meant that the homogeneity of variance was not significant. Therefore, ANOVA was conducted to find out whether there were any differences among the respondents from different ethnic groups. The results of ANOVA were shown in table 4.14. However, the significance level of job satisfaction ( $p=0.003^*$ ) was significant ( $p=0.003$ ); thus, ANOVA was invalid.



Table 4.13 Homogeneity test (Ethnicity group)

	Levene Statistic	df1	df2	Sig.
Customers positive feedback	1.692	3	335	.168
Managers deliver positive feedback	2.075	3	335	.103
Intrinsic reward	.933	3	335	.425
Extrinsic reward	1.702	3	335	.116
Job satisfaction	4.628	3	335	.003**

\*\*p<0.01

For perceived customers' positive feedback, the ANOVA results were  $F=0.908$ ,  $p=0.438$ , which suggests that there was no significant differences among participants in different ethnic groups.

For perceived managers deliver positive feedback from customers, the results of ANOVA were  $F=0.385$ ,  $p=0.764$ , which suggests that there was no significant difference among participants in different ethnic groups.

For intrinsic rewards received from positive feedback, the ANOVA results were  $F=0.860$ ,  $p=0.462$ , which suggests that there was no significant differences among participants in different ethnic groups.

The ANOVA results for extrinsic rewards received from positive feedback were  $F=2.630$ ,  $p=0.050$ , which suggests that there were statistically significant differences among participants in different ethnic groups. According to Tukey's HSD test, Asian employees perceived more extrinsic rewards from positive feedback than the ones in the category others.

Table 4.14 ANOVA (Ethnicity group)

	Ethnic	n	F	P	Mean	SD	Post-hoc
Customers positive feedback	a. Caucasian	32			37.281	10.313	
	b. Asian	151	.908	.438	35.880	8.330	
	c. Hispanic	115			34.713	8.397	
	d. Others	41			35.707	8.186	
Managers deliver positive feedback	a. Caucasian	32			31.813	8.867	
	b. Asian	151	.385	.462	31.133	9.688	
	c. Hispanic	115			30.096	11.273	
	d. Others	41			30.293	8.216	
Intrinsic reward	a. Caucasian	32			44.250	5.452	
	b. Asian	151	.860	.959	44.007	6.899	
	c. Hispanic	115			44.930	5.399	
	d. Others	41			45.366	6.073	
Extrinsic reward	a. Caucasian	32			29.313	12.890	
	b. Asian	151	2,630	.050*	30.78	11.369	a>d
	c. Hispanic	115			29.504	12.102	
	d. Others	41			25.449	11.034	

### Differences in Dimension in Education Groups

The test of homogeneity was conducted and the results were displayed in Table 4.15. Customers positive feedback ( $p=0.281$ ), managers deliver positive feedback ( $p=0.294$ ), intrinsic reward ( $p=0.716$ ), extrinsic reward ( $p=0.723$ ) and job satisfaction ( $p=0.326$ ) had significance level  $>0.05$ , which meant that the homogeneity of variance

were not significant. Therefore, ANOVA was conducted to find out whether there were any differences among the respondents obtained different education level. The results of ANOVA were shown in table 4.16

Table 4.15 Homogeneity test (Education group)

	Levene Statistic	df1	df2	Sig.
Customers positive feedback	1.280	3	335	.281
Managers deliver positive feedback	1.242	3	335	.294
Intrinsic reward	.451	3	335	.716
Extrinsic reward	.442	3	335	.723
Job satisfaction	1.157	3	335	.326

For perceived customers' positive feedback, the ANOVA results were  $F=0.475$ ,  $p=0.700$ , which suggests that there was no significant difference among participants in different education groups.

The ANOVA results for perceived managers deliver positive feedback from customers were  $F=0.606$ ,  $p=0.612$ , which suggests that there was no significant difference among participants in different education groups.

For intrinsic rewards received from positive feedback, the results of ANOVA were  $F=2.352$ ,  $p=0.072$ , which suggests that there was no significant difference among participants in different education groups.

For perceived extrinsic rewards received from positive feedback, the ANOVA results were  $F=1.483$ ,  $p=0.219$ , which suggests that there was no significant difference among participants in different education groups.

As for the perception of job satisfaction, the ANOVA results were  $F=0.999$ ,  $p=0.393$ , which suggests that there was no significant difference among participants in different education groups.

Table 4.16 ANOVA (Education group)

	Education level	n	F	P	Mean	SD	Post-hoc
Customers positive feedback	a. High school & below	20			35.650	10.313	
	b. Some college (2 year)	58	.475	.700	35.052	8.330	
	c. College (4 Year)	156			35.256	8.397	
	d. Graduate/professional	105			36.391	8.186	
Managers deliver positive feedback	a. High school & below	20			30.900	8.867	
	b. Some college (2 year)	58			30.000	9.688	
	c. College (4 Year)	156	.606	.612	30.289	11.273	
	d. Graduate/professional	105			31.800	8.216	
Intrinsic reward	a. High school & below	20			41.400	5.452	
	b. Some college (2 year)	58			44.138	6.899	
	c. College (4 Year)	156	2.352	.072	45.039	5.399	
	d. Graduate/professional	105			44.514	6.073	
Extrinsic reward	a. High school & below	20			31.550	12.890	
	b. Some college (2 year)	58			28.793	11.369	
	c. College (4 Year)	156	1.483	.219	28.359	12.102	
	d. Graduate/professional	105			31.171	11.034	
Job satisfaction	a. High school & below	20			103.250	25.062	
	b. Some college (2 year)	58			102.897	19.217	
	c. College (4 Year)	156	.999	.393	104.192	19.396	
	d. Graduate/professional	105			107.571	17.853	

## Differences in Dimension in Working Experience Groups

The results of homogeneity test were displayed in Table 4.17. Customers positive feedback ( $p=0.838$ ), managers deliver positive feedback ( $p=0.101$ ), intrinsic reward ( $p=0.765$ ), extrinsic reward ( $p=0.496$ ) and job satisfaction ( $p=0.478$ ) all had significance levels  $>0.05$ , which meant that the homogeneity of variance were not significant. Therefore, ANOVA was conducted to indicate whether there were any differences among the respondents obtained different years of working experiences. The results of ANOVA were shown in table 4.18

Table 4.17 Homogeneity test (experience)

	Levene Statistic	df1	df2	Sig.
Customers positive feedback	.282	3	335	.838
Managers deliver positive feedback	2.093	3	335	.101
Intrinsic reward	.383	3	335	.765
Extrinsic reward	.797	3	335	.496
Job satisfaction	.830	3	335	.478

The ANOVA results of perceived customers' positive feedback were  $F=0.364$ ,  $p=0.779$ , which suggests that there was no significant difference among participants in different working experience groups.

For the results of differences in perception of perceived managers summarized and delivery of positive feedback from customers, the ANOVA results were  $F=0.388$ ,  $p=0.762$ , which suggests that there was no significant difference among participants in different working experience group.

For perceived intrinsic rewards received from positive feedback, the ANOVA results were  $F=0.352$ ,  $p=0.787$ , which suggests that there was no significant difference among participants in different working experience groups.

The result for perceived extrinsic rewards received from positive feedback were  $F=1.079$ ,  $p=0.358$ , which suggests that there was no significant difference among participants in different working experience groups on.

As for the job satisfaction, the results were  $F=0.015$ ,  $p=0.997$ , which suggests that there was no significant difference among participants in different working experience groups.

Table 4.18 ANOVA (Experience)

	Years of experience	n	F	P	Mean	SD	Post-hoc
Customers positive feedback	a. <1 year	46	.364	.779	35.652	8.266	
	b. 1-2 years	153			36.078	8.107	
	c. 2-5 years	99			35.080	8.726	
	d. >5 years	41			34.976	9.177	
Managers deliver positive feedback	a. <1 year	46	.388	.762	30.457	7.831	
	b. 1-2 years	153			30.294	9.039	
	c. 2-5 years	99			31.647	12.413	
	d. >5 years	41			30.561	9.146	
Intrinsic reward	a. <1 year	46	0.352	.0787	43.870	5.500	
	b. 1-2 years	153			44.712	5.995	
	c. 2-5 years	99			44.303	6.351	
	d. >5 years	41			44.951	5.152	
Extrinsic reward	a. <1 year	46	1.079	.358	31.217	11.197	
	b. 1-2 years	153			30.130	11.312	
	c. 2-5 years	99			28.485	12.157	
	d. >5 years	41			27.610	12.728	
Job satisfaction	a. <1 year	46	.015	.997	105.435	16.706	
	b. 1-2 years	153			104.834	19.566	
	c. 2-5 years	99			104.889	20.707	
	d. >5 years	41			104.195	17.870	



### Differences in Dimension in Scale/class of Working Place Groups

The test of homogeneity was conducted and the results were displayed in Table 4.19. Customers positive feedback ( $p=0.066$ ), managers deliver positive feedback ( $p=0.101$ ), intrinsic reward ( $p=0.319$ ), extrinsic reward ( $p=0.504$ ) and job satisfaction ( $p=0.683$ ) had significance level  $>0.05$ , which meant that the homogeneity of variance were not significant. Therefore, ANOVA was conducted to find out whether there were any differences among the respondents worked in different scales/classes properties. The results of ANOVA were shown in table 4.20

Table 4.19 Homogeneity test (Scale/class)

	Levene Statistic	df1	df2	Sig.
Customers positive feedback	2.745	2	336	.066
Managers deliver positive feedback	2.310	2	336	.101
Intrinsic reward	1.147	2	336	.319
Extrinsic reward	.687	2	336	.504
Job satisfaction	.381	2	336	.683

The ANOVA results for perceived customers' positive feedback were  $F=3.873$ ,  $p=0.022^*$ , which suggests that there were statistically significant differences among participants work in different scales/classes properties. According to Tukey's HSD test, the employees with working experiences in luxury properties perceived more customers' positive feedback than those who had experience working in upper upscale to midscale properties.

For perceived managers deliver positive feedback from customers, the ANOVA results were  $F=1.795$ ,  $p=0.168$ , which suggests that there was no significant difference among participants work in different scales/classes properties.

For perceived intrinsic rewards received from positive feedback, the ANOVA results were  $F=0.908$ ,  $p=0.404^*$ , which suggests that there was no significant difference among participants with working experiences in different scales/classes properties.

For perceived extrinsic rewards received from positive feedback, the ANOVA results were  $F=0.508$ ,  $p=0.602$ , which suggests that there was no significant difference among participants with working experiences in different scales/classes properties.

As for the job satisfaction, the ANOVA results were  $F=1.945$ ,  $p=0.145$ , which suggests that there was no significant difference among participants with working experiences in different scales/classes properties.

Table 4.20 ANOVA (Scale/class)

	Scale/class	n	F	P	Mean	SD	Post-hoc
Customers positive feedback	a. Luxury	100			37.480	7,120	
	b. Upper Upscale- Midscale	148	3.873	.022*	34.500	8.546	a>b
	c. Economy	91			35.308	9.236	
Managers deliver positive feedback	a. Luxury	100			32.320	8.405	
	b. Upper Upscale- Midscale	148	1.795	.168	29.980	9.078	
	c. Economy	91			30.252	12.595	
Intrinsic reward	a. Luxury	100			44.970	4.661	
	b. Upper Upscale- Midscale	148	.908	.404	44.757	6.341	
	c. Economy	91			43.791	6.456	
Extrinsic reward	a. Luxury	100			29.360	11.397	
	b. Upper Upscale- Midscale	148	.508	.602	28.953	11.402	
	c. Economy	91			30.517	12.644	
Job satisfaction	a. Luxury	100			108.04 0	17.134	
	b. Upper Upscale- Midscale	148	1.945	.145	104.16 6	19.595	
	c. Economy	91			102.89 7	20.714	

\*p&lt;0.05

## Differences in Income Groups

The test of homogeneity was conducted to find out the whether the group variances are equal, and the results were displayed in Table 4.21. Customers positive feedback ( $p=0.518$ ), managers deliver positive feedback ( $p=0.901$ ), extrinsic reward ( $p=0.816$ ) and job satisfaction ( $p=0.298$ ) had significance level  $>0.05$ , which meant that the homogeneity of variances were not significant. Therefore, ANOVA was conducted to find out whether there were any differences among the respondents with different income. As for intrinsic reward ( $p= 0.024^*$ ), the homogeneity of variance was significant; thus, ANOVA was invalid. The results of ANOVA were shown in table 4.22.

Table 4.21 Homogeneity test (Income)

	Levene Statistic	df1	df2	Sig.
Customers positive feedback	.659	2	336	.518
Managers deliver positive feedback	.105	2	336	.901
Intrinsic reward	3.762	2	336	.024*
Extrinsic reward	.203	2	336	.816
Job satisfaction	1.214	2	336	.298

\* $p<0.05$

The ANOVA results for perceived customers' positive feedback were  $F=4.052$ ,  $p=0.018^*$ , which suggests that there were statistically significant differences among participants with different income level. According to Tukey's HSD test, the employees with income from \$20,000-39,999 perceived more customers' positive feedback than those who earned less than \$20,000.

For the results of differences in perception of perceived managers summarized and delivery of positive feedback from customers, the ANOVA results were  $F=6.381$ ,  $p=0.002^{**}$ , which suggests that there were statistically significant differences among participants with different income level. Furthermore, the employees with income from \$20,000-39,999 had a higher perception of perceived managers deliver positive feedback from customers than those who earned less than \$20,000.

For perceived extrinsic rewards received from positive feedback, the ANOVA results were  $F=3.876$ ,  $p=0.022^*$ , which suggests that there were statistically significant differences among participants with different income level. Also, the employees with income from \$20,000-39,999 perceived more extrinsic rewards received from positive feedback than those who earned more than \$40,000.

About the job satisfaction, the ANOVA results were  $F=4.359$ ,  $p=0.014^*$ , which suggests that there were statistically significant differences among participants with different income level. The employees with income from \$20,000-39,999 had higher job satisfaction than those who earned less than \$20,000.

Table 4.22 ANOVA (Income)

	Income	n	F	P	Mean	SD	Post-hoc
Customers positive feedback	a. < \$20,000	156			34.763	8.506	
	b. \$20,000- 39,999	122	4.052	.018*	37.303	7.885	b>a
	c. >\$40,000	61			34.311	8.823	
Managers deliver positive feedback	a. <\$20,000	156			28.840	9.202	
	b. \$20,000- 39,999	122	6.381	.002**	33.082	10.760	b>a
	c. >\$40,000	61			30.934	9.466	
Extrinsic reward	a. < \$20,000	156			29.160	12.033	
	b. \$20,000- 39,999	122	3.876	.022*	31.443	11.330	b>c
	c. >\$40,000	61			26.443	11.162	
Job satisfaction	a. < \$20,000	156			102.051	19.803	
	b. \$20,000- 39,999	122	4.359	.014*	108.853	17.217	b>a
	c. >\$40,000	61			104.623	20.708	

\*p&lt;0.05 \*\*P&lt;0.01

## Discussion

Based on the research objectives and hypotheses, the analyses were conducted and results are shown in the previous chapter. The following section will discuss these results.

From the results of the analyses of customers' positive feedback and managers summarized and delivery of positive feedback, it shown that not all positive feedback from customers were delivered to the employees because the R-value of correlation was less than 1. However, the delivery of positive feedback does impact the employees' perceptions of the rewards received and job satisfaction, which will be discussed in the following section.

**Perceived positive feedback and rewards.** H1a: Positive feedback from guests is positively related to intrinsic rewards, H1b: Positive feedback from guests is positively related to extrinsic rewards, H2a: Positive feedback from guests summarized and delivered by a manager is positively related to intrinsic rewards, and H2b: Positive feedback from guests summarized and delivered by a manager is positively related to extrinsic rewards were supported by the results of correlation analyses. Additionally, the findings from the regression analyses and SEM suggest that positive feedback from customers had higher positive effects to the intrinsic reward employees perceived compared to the effects from perceived positive feedback summarized and delivered by managers. However, perceived positive feedback summarized and delivered by managers had a higher positive impact on perceived extrinsic reward compared to perceived positive feedback from customers.

**Reward and Job Satisfaction.** H3a: Received intrinsic rewards are positively related to job satisfaction and H3b: Received extrinsic rewards are positively related to job satisfaction were supported by the results from the correlation analyses. Furthermore, the findings from regression analyses and SEM indicated that intrinsic reward had higher positive effects to job satisfaction compared to extrinsic reward to job satisfaction.

**Positive Feedback and Job Satisfaction.** From the correlation analyses, H4: positive feedback directly from customers is positively related to job satisfaction and H5: positive feedback from guests summarized and delivered by managers is positively related to job satisfaction were supported and in accordance with the expectations. The findings from the regression analyses and SEM both indicated that perceived positive feedback from guests summarized and delivered by managers had greater effects on employees' job satisfaction compared to positive feedback directly from customers.

**Differences in Gender Groups.** The findings of the t-test showed that there were a statistically differences perceptions of the positive feedback delivered by managers and extrinsic rewards they received between male and female respondents. However, the differences between other dimensions were not significant. The reason that cause the differences can be done by future research to find out the factors influence employees the perception of managers' positive feedback.

**Differences in Work Place and Schedule Groups.** The results from t-test were not significant, which suggested there was no difference between employees



working in hotels or restaurants and obtained full-time job or part-time job. The reason for having the results might be the uneven numbers of the respondents working in same groups of the categories.

**Differences in Ethnic Groups.** According to the results from ANOVA, there was no significant difference among the different ethnic groups on their perception to the five dimensions. Most the respondents were Asians and Hispanics, which is lack of the varieties of participants from other ethnic groups. Therefore, this research failed to investigate whether different cultural have influences on the perception of positive feedback, rewards received and job satisfaction.

**Differences in Income Groups.** According to the results from ANOVA, there were significant differences among the different income groups on their perception to the five dimensions. The employees with income from \$20,000-39,999 had higher perceived positive feedback from customers, managers delivered positive feedback, and job satisfaction than those who earned less than \$20,000.

**Differences in Scale/class of Working Place Groups.** Even the result of ANOVA suggested that there was a significant difference in perceived positive feedback from customer among the respondents had experience working in different scale/class of properties. The respondents worked in luxury property perceived more positive feedback from customer than those who worked in upper upscale to midscale properties. However, there was not significant difference for the positive feedback delivered by managers, intrinsic reward, extrinsic reward and job satisfaction.

### **Working Experience Groups, Age Group, Marital Status and Education**

**Group.** The results for the groups above were not significant. This research is failed to examine these aspects because the distribution of the respondents was to concentrated in same categories. Therefore, the results might have biases based on the focused subjects.

### **Summary**

This chapter presented the results of the analyses in the research. Detailed results and interpretations of correlation, structural equation modeling, multiple regression, t-test, and ANOVA were explained and discussed in each section.

## **Chapter V**

### **Conclusion and recommendation**

In this chapter, conclusions and limitations of this research will be illustrated based on the results and discussion, as well as recommendations for future research based on the limitations of this research.

#### **Conclusion**

The purpose of this research was to examine whether customers' positive feedback, managers' delivery of the positive feedback, intrinsic and extrinsic reward they received from the feedback influenced employees job satisfaction in the hospitality industry. The reason this research is engaging in investigation of the relationship between positive feedback and job satisfaction is because positive job satisfaction is found to have a significant relationship with employees' performance, organization commitment and turnover intention (Judge, Thoresen, Bono, & Patton, 2001; Barrow, 1990; Carsten & Spector, 1987).

The overall result suggested that the hospitality employees receive positive feedback either direct from customers or delivered by managers would have both intrinsic reward and extrinsic reward, which supported the theories from Harackiewicz (1979). However, perceived positive feedback summarized and delivered by managers had a higher positive impact on perceived extrinsic reward compared to perceived positive feedback from customers. Another way to explain perceived positive feedback summarized and delivered by managers had a higher

positive impact on perceived extrinsic reward is that the contents of extrinsic rewards are provided by the hospitality firms. Therefore, if the managers did not recognize the positive feedback, there will not be any reward.

The result of intrinsic rewards and extrinsic are positively related to job satisfaction from the correlation analyses met the expectation and was accord to previous research (Pratheepkanth, 2011). Additional findings were that intrinsic reward had higher positive effects to job satisfaction compared to extrinsic reward to job satisfaction, which is consistence with previous research that suggested intrinsic reward had higher effects on job satisfaction (Nyame-Mireku, 2012; Chuang, Yin & Dellmann-Jenkins, 2009).

There are some interesting findings from this research that the hospitality employees had higher job satisfaction when they receive positive feedback from customers, especially for managers summarized and the delivery of positive customer feedback, which had greater impacts on employees' job satisfaction than direct positive customer feedback. In other words, it is important for managers to deliver customers' positive feedback to the employees, which correspond with the suggestion from previous research, managers have great influence on job satisfaction (Moynihan & Pandley, 2007). Therefore, it is suggested that a hospitality organization should encourage the leaders to deliver the positive feedback from customers to the employees, while accompanied with rewards to enhance the positive feedback to increase employees' job satisfaction.

Another interesting finding from this research is that direct positive customer feedback had higher influences to employees' perceived intrinsic reward than positive feedback delivered by managers. Additionally, the finding of this research also suggested that intrinsic reward had a greater effect on job satisfaction. Therefore, the hospitality firms could also encourage the customers to leave a positive feedback to the hard-working employees to motivate or as a reference to reward them. Not only for managers to deliver the positive feedback to employees, the human resources department should also put the positive feedback in the employees' records as a foundation for future evaluation. To adopt the idea of paying attention to the importance of positive feedback is influenced by the organizational culture. However, it is important to utilize the low-cost method to increase the job satisfaction and take the benefits to increase chances of earning higher profit for the organization, while providing the employees a better working environment.

Additional important finding of this research is the different perceptions of positive feedback among diverse income groups. The interpretation for the results is that for the income group \$20,000-39,999, the range of average income front-line employees earned in the hospitality (Glassdoor, 2018) had a higher perception of positive feedback and job satisfaction than those who earned below the average income of front-line employees in the hospitality industry. Therefore, the results indicated that positive feedback had more effects on those who earned about the average income of the hospitality frontline employees compared to subjects who earned less than the average. And for the respondents that had income more than the

average, it had less impact from the extrinsic reward they received in comparison to the average income group. Such finding implicated Maslow's Hierarchy of Need Theory that workers earn lower income are struggling with lower level of needs, and they are more likely to be motivated by the basic need in the workplace, money, in other words extrinsic rewards is more effective to them. However, because the measurements in this research are too general, we were not able to present the factors that determined the perceptions. Therefore, it needs deeper investigations to find out the best measures to motivate, encourage and reward the hospitality employees in different income groups. As to increase their job satisfaction in the most efficient way.

To conclude the findings from this research, the hospitality organizations should be aware of how positive customer feedback drives employees job satisfaction. Therefore, the practical implications for the industry are: firstly, the organization need to encourage customers to complement the employees directly and/or leave them positive feedback; however, it is for organization level and managerial level to encourage customers, instead of asking employees to tell the customers to fill out the survey and give the minimum required numbers of survey the need to received. Secondly, managers should actively collect positive feedback from all the feedback collecting channel of the organization and the human resource department could make use of the positive feedback collected as a basis for future evaluation. Thirdly, managers need to summarize customer positive feedback and deliver it to the employees. There are various ways for managers to deliver the message such as post

in the company bulletin board, send the positive feedback from customer to the employee's email or praised the one who received the positive feedback during meeting. Finally, the results suggested that the implications above about positive feedback should be applied on the employees within the average income range in order to be more effective.

### **Limitations**

This research is not free from limitations; overall results of demographic analyses were not significant because this study was based on a sample with similar backgrounds. Firstly, the data collecting method was convenience sampling that respondents were those who are easier to reach out, which happened to the group with similar backgrounds. Therefore, the subjects should be more evenly distributed, especially for age, marital status and tenure. Second, the respondents were the hospitality employees with working experience in restaurant or hotel. However, there are a lot more job types in the industry, such as cruises, airlines, resorts, theme parks and other areas of the hospitality industry that might have influences on employees' different perception of the positive feedback should be considered to avoid biases. Third, the questionnaires were conducted by subjects with working experience in greater Miami area, however, the hospitality workers are all over the world, and different culture from both employee and customers, salaries and type of target guests will influence the results. Also, there are more factors that could have impacts on the results, such as perceived fairness, service climate, reward responsiveness, etc. were not tested in this research. Lastly, the measurements were testing general perceptions

of positive feedback and rewards; thus, there were unable to indicate the specific measures that influence, motivate or matter the most to the employees.

### **Recommendation**

This study is focusing on the impact of positive feedback to the hospitality workers, which is relatively rare to other studies in the industry. The recommendations for future research can address the limitation of this research. Firstly, future study should investigate the employees from different cultures and their perception of positive feedback. Additionally, the cultural differences of customers should also be investigated, because in some culture people are more willing to complement others, but some do not. Secondly, future studies could target diverse subjects from other areas of job occupations in the hospitality industry to have a more accurate result and could also examine whether there are any differences on their perceptions between workers of different job types. Thirdly, future studies could investigate on different forms of positive feedback (OTA reviews, Social Media, written satisfaction forms, verbal, etc.) and the effectiveness of each kind of positive feedback on employees' perceptions and satisfaction. Fourthly, this research is a cross-sectional study, but if using a longitudinal research to compare subjects' perception before and after emphasized the delivery of positive feedback to generate more implications. Last but not the least, this research was focusing on individuals' perceptions toward the positive feedback they received. However, it will be interesting to investigate the impacts of putting the positive customer feedback into property levels, as the operating of a property in the hospitality are not only



depending on frontline employees, but also the efforts of back-office employees.

Therefore, the delivery of positive customer positive feedback to the entire property might be an opportunity for future studies to contribute to the hospitality industry and human resource management.

### **Summary**

In this chapter, the conclusion of the entire research was discussed. Limitations of this study and recommendations for future studies were also presented for those who are interested in suppressing the extent and findings of this research.

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